

Dear Colleagues,

In an effort to continue to further develop the skills and talents of our employees, we are creating the first ever City of Tempe Mentoring Program. This program is designed to assist you in achieving your career goals while benefiting the City with an enhanced pool of resources. The City of Tempe is strongly committed to you and your future in this organization. We hope you will consider being a part of this program either as a Mentor or as a Mentoree.

As City of Tempe employees, each one of us has skills that we bring to our jobs everyday. You now have an opportunity to share your unique strengths with others in the organization. In addition, we realize that a great source of knowledge and expertise also lies with our retirees. Therefore, we are also inviting all retirees to participate in this program as a mentor.

Please read over the attached information and applications. I hope that you will consider sharing or developing your skills in this exciting new program.

In Service,

Rosa Inchausti  
City of Tempe  
Diversity Manager



## City of Tempe Employee Development Program Through Mentorship

**Mentoring is a method of transferring knowledge and skill sets across the organization.**

### **What are the goals of the Employee Development Program Through Mentorship?**

A mentoring program at the City of Tempe helps achieve the following:

- develop employees
- address succession planning
- improve management and staff relationships
- meet diversity goals of creating additional opportunities for development
- cultivate skills and talents

### **What is the format of the program and how is the mentor and mentoree matched?**

One on one mentoring – relationship between one employee and another less experienced employee in a specific skill. **Pairing will be based on the available skill of the mentor and the developmental skill needs of the mentoree.** The Diversity Steering Committee consisting of the 5-Sided Partnership and other organizational representation will review the applications and match the individuals based on skills. Names and job classification will be blacked out on the application for complete objectivity during the pairing process. This Committee will also serve as the stable board to oversee the program.

### **What is a mentor?**

A mentor is an advisor who teaches a new skill to another employee. A mentor also helps identify possible career obstacles and assists the mentoree in overcoming them.

### **What is the profile of a mentor?**

- broad organizational knowledge, competence, experience and success in their field of expertise
- communication skills
- understanding of the City of Tempe Diversity Vision

### **What is the role of the mentor?**

#### **Mentor Responsibilities:**

- provide empathy and support for career development activities
- listen and act as a sounding board
- advise on identifying and resolving professional, work-life balance and personal issues
- provide a risk-free environment to discuss mistakes and learn from them
- help make decisions
- respect the confidentiality of the relationship
- identify opportunities for exposure and demonstration of mentoree potential
- provide important information and introductions to other areas of the city
- encourage long-term career planning and self-assessment of values, competencies, and interests
- support, guide and coach
- serve as a positive professional role model

### **What is a mentoree?**

A mentoree is an individual who is interested in learning a new skill.

### **What is a profile of a mentoree?**

- open mind to new learning opportunities
- communication skills
- understanding of the City of Tempe Diversity Vision

### **What is the role of a mentoree?**

#### **Mentoree Responsibilities:**

- develop an Individual Development Plan (IDP) if he or she does not already have one
- view the mentoring relationship as a partnership and make it mutually beneficial
- establish a trusting relationship with their mentor by sharing personal and professional issues and encouraging your mentor to do the same
- openly discuss your successes and failures; make sure to share good news as well as setbacks
- take a proactive role in managing your own career and keep your mentor updated on progress against your career goals
- respect the confidentiality of the relationship

### **What is the length of the Mentoring Program?**

6 months

### **How often is the mentor and mentoree expected to meet?**

4 hours a month

### **Does this time commitment take place during work time?**

No, this is a voluntary program designed to improve skill level, therefore the mentor and mentoree are encouraged to arrange their meetings outside of work schedules.

### **What can I expect to take place during our mentoring meetings?**

The partnered mentor and mentoree will determine how their time together will be spent, however, a mentorship orientation will be offered to all participants. This orientation session will offer suggested activities and ideas for developing your mentoring relationship.

### **Can a partnership end prematurely?**

Yes, if either the mentor or mentoree is not meeting expectations. For example: there has been a breach of confidential information, an unforeseen circumstance that limits the time commitment, lack of participation in the partnership.

Steps to take before dissolving the partnership:

1. discuss the issue with your mentor or mentoree and document the exchange
2. identify solutions to resolve issue
3. present the problem to Rosa Inchausti, Diversity Manager, for intervention
4. If all steps above do not help resolve the problem, the relationship will be disbanded by the Diversity Steering Committee

### **How will the program be evaluated?**

A final evaluation process will take place to measure success and areas of improvement. This evaluation is crucial to the success of the program.

## Employee Development Program through Mentorship MENTOREE APPLICATION

Please complete all sections of this application listed below. Return completed application to \_\_\_\_\_ by \_\_\_\_\_, 2004.

|                    |  |  |               |  |  |
|--------------------|--|--|---------------|--|--|
| <b>Name:</b>       |  |  |               |  |  |
| <b>Department:</b> |  |  | <b>Date:</b>  |  |  |
| <b>Job Title:</b>  |  |  | <b>Phone:</b> |  |  |
|                    |  |  |               |  |  |

### EXPECTATIONS

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1. Please indicate in priority order (1, 2, 3, etc.) up to five (5) skills you would like to enhance:

- |   |   |
|---|---|
| <input type="checkbox"/> Supervision<br><input type="checkbox"/> Leadership<br><input type="checkbox"/> Organizational Politics<br><input type="checkbox"/> Employee Development<br><input type="checkbox"/> Delegation<br><input type="checkbox"/> Accounting/Bookkeeping<br><input type="checkbox"/> Budget<br><input type="checkbox"/> Projecting/Forecasting<br><input type="checkbox"/> Networking and Relationships<br><input type="checkbox"/> Time Management<br><input type="checkbox"/> Prioritizing Workflow<br><input type="checkbox"/> Multi-Tasking<br><input type="checkbox"/> Legal/Complex Writing<br><input type="checkbox"/> Research and Report Writing | <input type="checkbox"/> Participating in or Leading Committees<br><input type="checkbox"/> Communication and Presentation Skills<br><input type="checkbox"/> Public Speaking<br><input type="checkbox"/> Analysis Skills<br><input type="checkbox"/> Conflict Management<br><input type="checkbox"/> Consensus Building<br><input type="checkbox"/> Assertiveness Training<br><input type="checkbox"/> Media Relations<br><input type="checkbox"/> Facilitation Skills<br><input type="checkbox"/> Team Building<br><input type="checkbox"/> Returning to School/Education<br><input type="checkbox"/> Other _____ |
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## BACKGROUND

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2. I have attended: (Check all that apply) ☐ MST I ☐ MST II ☐ MST III

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3. What is your most significant professional accomplishment and why?

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4. What tasks or skills do you find most difficult to perform?

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5. Do you prefer working independently or in a team and why?

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6. Describe your best supervisors and why you regard them that way (do not list names or job titles).

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7. Describe your worst supervisors and why you regard them that way (do not list names or job titles).

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8. Have you ever been formally or informally mentored before, and if so please describe your experiences?

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9. Other (please provide any additional information you feel is appropriate).

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## **CAREER GOALS**

10. What are your short-term career goals (1 to 3 years)?

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11. What are your long-term career goals (5+ years)?

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12. What skills do you think you will need to reach the goals you have stated?

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13. Other (please provide any additional information you feel is appropriate).

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**PLEASE NOTE:**

**Participation in this program will be conducted outside your regularly scheduled work time. Please use the graph below to indicate what times will be most convenient for you to meet with your mentor.**

*(Actual meeting times will be determined between you and your mentor.)*

|            | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|------------|--------|---------|-----------|----------|--------|----------|--------|
| Mornings   |        |         |           |          |        |          |        |
| Afternoons |        |         |           |          |        |          |        |
| Evenings   |        |         |           |          |        |          |        |

## Employee Development Program through Mentorship

### MENTOR APPLICATION

Please complete all sections of this application listed below. Return completed application to \_\_\_\_\_ by \_\_\_\_\_, 2004.

|                    |  |  |               |  |  |
|--------------------|--|--|---------------|--|--|
| <b>Name:</b>       |  |  |               |  |  |
| <b>Department:</b> |  |  | <b>Date:</b>  |  |  |
| <b>Job Title:</b>  |  |  | <b>Phone:</b> |  |  |
|                    |  |  |               |  |  |

### EXPERTISE

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1. Please indicate in priority order (1, 2, 3, etc.) your areas of expertise.

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|---|---|
| <input type="checkbox"/> Supervision<br><input type="checkbox"/> Leadership<br><input type="checkbox"/> Organizational Politics<br><input type="checkbox"/> Employee Development<br><input type="checkbox"/> Delegation<br><input type="checkbox"/> Accounting/Bookkeeping<br><input type="checkbox"/> Budget<br><input type="checkbox"/> Projecting/Forecasting<br><input type="checkbox"/> Networking and Relationships<br><input type="checkbox"/> Time Management<br><input type="checkbox"/> Prioritizing Workflow<br><input type="checkbox"/> Multi-Tasking<br><input type="checkbox"/> Legal/Complex Writing<br><input type="checkbox"/> Research and Report Writing | <input type="checkbox"/> Participating in or Leading Committees<br><input type="checkbox"/> Communication and Presentation Skills<br><input type="checkbox"/> Public Speaking<br><input type="checkbox"/> Analysis Skills<br><input type="checkbox"/> Conflict Management<br><input type="checkbox"/> Consensus Building<br><input type="checkbox"/> Assertiveness Training<br><input type="checkbox"/> Media Relations<br><input type="checkbox"/> Facilitation Skills<br><input type="checkbox"/> Team Building<br><input type="checkbox"/> Returning to School/Education<br><input type="checkbox"/> Other _____ |
|---|---|

## BACKGROUND

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2. I have attended: (Check all that apply) ☐ MST I ☐ MST II ☐ MST III

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3. What is your most significant professional accomplishment and why?

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4. Have you ever had a mentor? If so, what percentage of your success do you attribute to this person?

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5. Do you prefer working independently or in a team and why?

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6. Describe your best supervisors and why you regard them that way (do not list names or job titles).

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7. Describe your worst supervisors and why you regard them that way (do not list names or job titles).

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8. How would your current supervisor describe you?

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**PLEASE NOTE:**

**Participation in this program will be conducted outside your regularly scheduled work time. Please use the graph below to indicate what times will be most convenient for you to meet with your mentoree.**

*(Actual meeting times will be determined between you and your mentoree.)*

|            | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|------------|--------|---------|-----------|----------|--------|----------|--------|
| Mornings   |        |         |           |          |        |          |        |
| Afternoons |        |         |           |          |        |          |        |
| Evenings   |        |         |           |          |        |          |        |